

The Influence of Employee Ability, Hospital's Ethic and Leadership to Satisfaction through the Employee Commitment: A Study on Indonesian Type A Government Hospital

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ABSTRACT

Aims: The aims of this study is to confirm the direct and indirect influence of employee ability, perceived of hospital's ethic and leadership to the satisfaction of customer through employee commitment. Sample are hospital's stakeholders that consist of paramedics (frontliners, doctors, and nurses) and inpatient of healthcare insurance.

Study design: A survey instrument comprising a construct of employee ability, perceived hospital ethic, leadership to employee commitment and satisfaction of customer. By using the personal survey, data was collected from the paramedics, doctors, nurses and inpatient of healthcare insurance of type A government hospital. One hundred and sixty (160) respondents of paramedics, nurses (also take another function as frontliners) and doctors. Meanwhile one hundred and sixty (160) respondents of inpatient healthcare insurance, that clasified according to the classes of hospitalization services, altogether the sample are at total of 320 respondent. By using the self perception questionnaires and customer evaluation the influences among variables also analyzed by using the Structural Equation Modelling method.

Methodology: This study include 160 sample paramedics (113 women, 47 men; age range 25 – 60 years), consist of 80 nurses and frontliners, 80 doctors (specialist and general doctors). This study also include 160 inpatients sample (88 women, 72 men; age range 23 – 68 years old) in the hospitalization of VIP and VVIP about 120 inpatients and regular class about 40 inpatients at Care Departmen of Type A Government Hospital at Makassar, Indonesia.

Results: The results of the analysis shows that: (1) The survey instrument was shown to be reliable and valid according to the CR > 2, and $p < 0.05$; (2) The implementation of hospital's ethic more emphasized on the paramedics and nurses (also as a frontliners); (3) The study proves a direct influences of employee ability, hospital's ethic, leadership to employee commitment (0.10, 0.52, 0.072); to satisfaction (0.35, 0.094, 0.71); and indirectly influences to satisfaction through employee commitment (-0.54).

Conclusions: Universal conclusions of the study proves the empirical test of a direct and indirect influences among variables construct that consist of employee ability, hospital's ethic, leadership to employee commitment upon satisfaction of inpatient Type A Government Hospital.

Keywords: employee ability, hospital's ethic, leadership, employee commitment, and customer satisfaction

1. INTRODDUCTION

Every person does not want sickness befall him. However, to maintain one's health condition is not an easy thing. In addition to illness is uncertain events (unpredictable), irregular, and may rarely occur. The incident also brought pain to someone who does little financial consequences and economic burden a person. Incidence of illness resulting economic burden for the patient or his family was often seen as a "disaster" (catastrophic illness). The situation is unpleasant, to most people due to payment of medical services directly from the bag (out of pocket). Health insurance insurance is a way to cope with risks and uncertainties incident pain. Besides the uncertainty of the implications of the costs that accompany such events will be able to overcome pain, by paying a sum of money that relatively small amounts but regularly (called premiums) to the insurance institution. Problems arise when the delivery of health care programs and national attention paid to rapidly escalating medical errors and patient safety, healthcare organizations have recently expanded different employee initiatives that promise to enhance healthcare quality management programs [1]. For the case of Indonesia, the implementation of comprehensive health insurance is still hampered by several things, namely the basic policy of the health system and health care systems are not yet clear [2], the attitude of the politicians who consider health care as responsibility of health departments, and the low level of public confidence toward health insurance. Presumably, comprehensive travel medical insurance for Indonesian people is still long and requires a political commitment of government at the central and regional levels. The insurance company consultant Health-Grades examined comprehensive data from 2000 to 2002 and concluded that about 195,000 deaths in U.S. hospitals can be attributed to medical errors. Furthermore, errors inflate medical costs due to longer and more costly hospital stays [3]. Data released by the Juran Institute says that two thirds of the cost of health insurance coverage expenditure is dominated by the low quality of service [4]. One of the largest service provider and a state-owned enterprises the Indonesian government, PT. Askes involving health providers of health insurance companies, namely the hospital. As an equal partner health insurance companies, hospitals be the most important provider. While insurance companies act as intermediaries between the healthcare participant and hospitals that provide health services [5]. The involvement of the hospital as the provider is no doubt the urgency. So much for the important role of these hospitals so that the various discussions about customer satisfaction, explicitly measured from satisfaction of hospital services. Especially in terms of customer satisfaction aspects of the service facilities provided by hospitals, and human factor [6]. Basically, the measurement of customer satisfaction on health insurance (healthcare insurance) is more focused on customer satisfaction on hospital services. However, measurement measurement of satisfaction is hard to do [6], [7], [8], [9]. This is because the customer difficulties in evaluating the clinical aspects of the service. Therefore, focuses on customer satisfaction measurement attitudes aspects of the caregivers and the facility itself. In measuring competitive advantage and survival of a company's health insurance is to measure the patient's perception of the the quality of hospital services. The dimensions of service quality in the insurance services industry consists of two, namely the quality of treatment (quality of cure) and the quality of care that altogether is an assessment of the quality of hospital services [8]. Between these two dimensions,

the quality of care became the focus of customer ratings of hospitals [6], [9]. Service are intangible products produced by the various parties within an organization, including hospitals. The theory of interactive service quality said that the optimization of service is determined by the first on the optimization of internal services to internal stakeholders, and will result in optimum services to external stakeholders [10]. This signifies that the indication of the achievement of optimal external services if the climate has been created to serve one another among fellow employees. Climate of mutual service is largely determined by the rules of ethic and values prevailing among the employees, the employee's ability to serve, as well as the leadership style of employees [11]. In addition to several variables, the quality of hospital services is also determined by the commitment given by the employee. Organizational commitment be the attitudinal component to increase organizational effectiveness [12], [13], [14], [15], [16], [17], and one of indicator of effectiveness of the organization is the excellences of service quality. At the same time, much less research has looked into the concept of overall firm customer orientation and analyzed what customer orientation means in terms of processes, policies, and employees. Because of the intangible nature of services and their high level of customer interaction and integration, customer orientation can be expected to play a crucial in terms of economic success for service companies. In addition to researchers who have analyzed the role of service employees as a dimension of service quality [18], [19]. In the context of service quality research, it has been demonstrated that the behavior of service employees affects the customer's perception of the service [20]. Specifically, researchers have identified employee-related aspects of the service as dimensions of the customer's service quality assessment. For example, three out of five service quality dimensions of Parasuraman [18]. Servqual measure directly or indirectly address the behavior of employees (i.e. responsiveness, assurance, and empathy). Similarly, Dabholkar [19] identify personal attention and comfort as provided by a provider's employees as components of service quality. However, as the service quality construct represents a customer-sided view, it is a natural consequence that none of these authors uses a company perspective when modeling the different facets of employee behavior that impact service quality. Therefore, a service provider gains only limited information on the managerial action that is needed to select and train their service employees. In addition to the theory of interactive marketing, this research paper therefore also adopts the theory of COSE (Customer Service Employee Orientation) that stems from the theory of personal interactions [21]. In this regard, hence the topic concerning the influence of working ability, hospital ethic, leadership behavior on employee commitment and satisfaction to the quality of inpatient services Government Hospital Type A in South Sulawesi, Indonesia, becomes becomes a topic of this research paper.

1.2 Employee commitment

Literally, the commitment has meaning, that is a promise. Promise between two parties that involves individual, or group of individuals as subjects who perform the activity, to other subject. Promise or commitment to one's commitment can be directed to various things, such as a promise between individuals with the work that is referred to as individual commitment, a promise made by a group profession of individuals with an organization called professional commitment.

Commitment is a personal bond to some course of action. Personal or self-commitment involves a promise to do the best one can in every situation and to be the best that he/she can be [22]. Smith [23], defined organizational commitment as the measure of strength of the employee's identification with, and involvement in, the goals and values of the organization. Organizational Commitment may also enhance to the fitting of individual's perceptions instead of the perception of organization. Because of organizational commitment is related to the degree to which employees take ownership of company's values and prefer to help the firm [24], which would likely increase the perceived congruence between individual and company characteristics. Organizational commitment can also be defined as an earnest and persistent effort conducted by the company to provide service through standards set by the company or agency that has authority in that field. This definition is taken based on the depiction of Kotler [25]. The largest companies in the world are very concerned and has a strong and clear commitment. Even McDonalds make an assessment on a regular basis and constantly to quality, service, cleanliness, neatness, attitude and behavior of employees in providing services [25]. Assessment is, of course with the involvement of the various divisions and ask directly to the consumer what needs to be addressed in order to improve customer satisfaction. Basically the description of the concept of commitment itself, and how that commitment to grow and evolve, it is very difficult to be described [26]. Mullins stated that the concept of commitment as a company that grew from the concept of employee commitment. This commitment to grow together with the loyalty felt by employees of the company, as a result of the strong involvement of employees within the company. Therefore, in reviewing the concept of commitment, can be use a variety of viewpoints. Argyris [27] looked at the commitment based on its formation sources. He divides commitment into two parts, namely the commitment of external and internal commitment. External commitments established by the work environment, because of the demands to complete the tasks and responsibilities by employees. Given these demands, it also arises what is called the reward and punishment, meanwhile those reward and punishment is what encourages its employees to commit. Allen and Meyer [28] divided organizational commitment into three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment implies employee's emotional attachment to the organization. Continuance commitment refers to employees' feelings of obligation to remain with the organization. Normative commitment is based on the costs that employees would have to incur if they decided to leave the organization.

1.3 Work Ability, Employee Commitment and Satisfaction

Ability is the capacity of a person in work, which was formed among others by education, training, work experience, and work ethic [29]. This capability is suspected as the process of enriching a person's ability to work. The term of commitment has been used to describe such diverse phenomena as the willingness of social actors to give their energy and loyalty to social systems [30], an awareness of the impossibility of choosing a different social identity or rejecting a particular expectation, under force of penalty [31], the organizational identification or organizational involvement [32], [33].

Martin and Nicholls [26] states that there are three main pillars of building a model of employee commitment to the organization, namely:

1. A sense of belonging to the organization, namely pillar model of management commitment that builds on the expansion of information to employees, employee involvement in organizational activities, and dividing the organization's success to employees.
2. A sense of excitement in the job, the pillars of management commitment that builds on employee interest in work that is being lived today. This feeling is manifested in the form of a sense of pride (pride) employees at the company, and beliefs of employees in the company.
3. Confidence in management, namely the confidence of employees to the organization as a whole, including the company's leadership, dedication to the company's leadership, and leadership skills within the company.

Differences in ability (experience and expertise) in close association with the employee's commitment to the management or organization, [32], [31]. Meanwhile Mowday, Porter and Steers [35] found that there are three factors be the antecedent of someone committed to the organization. One of them is personal ability (level of education and age of person). They found that a causal effect between the ability to work and the commitment of employee within the organization. Generally, various studies show the effect between the ability to work and labor productivity [36]. Beside productivity, there are several studies that linked the effect of work ability with the climate, or culture provide the best possible. Generally, various studies show the effect between the ability to work with labor productivity [36]. But there are several studies that linked the effect of work ability with climate or culture provide the best possible service to customers [37]. The findings, indicate that work ability is a predictor for quality of service that can satisfy the customer. Robbins [21] is another expert who confirms that ability of employee at the work, will influence the satisfaction. He states that every person has the ability of different cognition, making the advantages and disadvantages for them in optimizing their performance, which will affect how they can satisfy their customer [38]. The quality and ability employee to provide knowledge directly effect to employees develop themselves and utilize all existing facilities around the employees to smooth the task that they concerned. So the utilization and support from organization will strongly support the ability of employees to perform well that can satisfy their customer [38], [39]. As variable, commitment can also be treated as a mediating variable between the various exogenous variables to endogenous variables. Currivan [40] found that employee commitment to the organization becomes a variable that mediates the effect between job satisfaction and employee turnover. So it can be stated that the work ability of employees can affect satisfaction. Based on the hypothesis that the exposure is then constructed in this study as follows:

Hypothesis 1: The thought that there was a significant direct effect between work ability of employees on satisfaction.

Hypothesis 2. Suspected that there are significant indirect effects between work ability of employees on satisfaction through employee commitment

1.4 Hospital's Ethic, Employee Commitment and Satisfaction

Studies have attributed the influence of institutional ethic and employee commitment have been carried out. Among them is Murphy [41], which states that today's CEOs of the world's leading

companies have announced their commitment through statement of value of each company. As is the statement of value is none other than the statement of ethic. He also found that the higher the commitment of top management leadership in ethic is to give effect to the implementation of the ethic program to be run by the company [41]. The same thing was expressed also by Robbins and Coulter [42] that the "code of ethic require a commitment from top management". Similarly, corporate ethic, the ethic of the hospital also implemented as a corporate ethic. Hospitals ethic should ideally be used as a constraint of the practice of hospital services [43]. Even the contents of corporate ethic that very clearly requires a commitment to implement the optimization services of the hospital stakeholder. Therefore without commitment to implement the ethic in best practices human behavior in the hospital and optimal serving patients will not be realized [44]. Thus the assertion that the hospital ethic require support leadership commitment which would encourage the strengthening of the commitment of subordinates. Effect of hospital ethic with customer satisfaction is explicitly stated in the code of ethic Indonesian Hospital, also known as "Kodersi". It is explained that hospitals must provide good services, quality and continuous. This means that hospitals are required to provide quality services, which can give satisfaction to their patients. The basic principle is the hospital ethic of humanity and justice in the hospital treating the stakeholders. This means that it is obligatory for paramedics and hospital staff to treat hospital patients with best interest [44]. Robbins and Coulter [41]. Conducted a survey of some of the world's major companies, including Exxon, Sara Lee, Du Pont, Bank of Boston and Wisconsin Electric Power in US Large companies are entering the three main points in their code of conduct, as {1} be a dependable organization citizen, (2) do not do anything unlawful or improper that will harm the organization, and (3) be good to customer. Between 100 studies on corporate codes of conduct, he found that one-third of the code of ethic contains about maintaining relationalities with competitors, suppliers and customers. While 20 percent of the code of ethic contains about quality products and quality service [41]. Assertions from experts proves that there is a relationship between ethic (whether it's hospitals, and companies) with customer satisfaction [41].

Exposure based on the research hypotheses in this paper as follows:

Hypothesis 3. Alleged that the hospital ethic have a significant direct impact on satisfaction.

Hypothesis 4. Alleged that the hospital ethic significant indirect effect on satisfaction through employee commitment.

1.5 Behavior Leadership, Employee Commitment and Satisfaction

The effect of leadership behavior with the commitment of employees is clearly suggested by Yukl [45] in models of power and influence. In those model illustrated that situational factors into the supporting leadership behaviors that will lead to positive and negative impact on their subordinates. The positive impact that arises is the formation of commitment and obedience from subordinates. While the negative impacts are happening resistance to behaviors that have demonstrated leadership. Smith [38] also found that there are positive significant influence among the leadership behavior with employee commitment. In principle, the finding is significant with Buchanan [13]. He found that managers in business or government environment that constantly

contribute to the institution and always try to fulfill his promise to encourage greater commitment from their subordinates. When the trust of employees to the company's leadership has been built up through Cook and Wall (1980) also found that when the trust of employees of the company's leadership has been built up through fair treatment, the commitment of employees will gradually wake up anyway [46]. Eisenberger and Huntington [47] include leadership behavior as one of the support organization that can affect employee commitment and loyalty. Yukl [45] stated that the end result is going to happen from the behavior of a leader is the success or failure of an organization (company). Viewed from the side of the company's success in increasing the quality of corporate intangibles (including service quality) and productivity, also will increase sales and profits. Judging from the customer side, then one measure of corporate success is customer satisfaction. Therefore according to Yukl [45], leadership behavior indirect affects satisfaction which is a review of success or failure of a company from the customer side. This opinion is also reinforced by Smith [38] who found that leadership behavior has a positive effect on productivity. This means that the leadership behaviors that are considered good by the subordinates will spur the productivity of employees in providing services that can satisfy the customer. Thus it can be said that there is a relationship between leadership behavior with customer satisfaction. Then the following hypothesis:

Hypothesis 5. Allegedly there is a direct significant influence between leadership behavior on Satisfaction.

Hypothesis 6. Allegedly there are significant indirect effects between leadership on satisfaction through employee commitment.

1.6 Employee Commitment and Satisfaction

Research related to employee commitment and its influence on customer satisfaction, has been mostly done by experts, including Butler and Dynan [48]. The results of their study on the First Pennsylvania Bank found that in order to improve the quality of customer services, of service the customer, the bank restructured the corporate culture and employee commitment. Dubbinsky and Hartley [49] found that commitment employee will greatly affect the employees behavior, including the behavior of a service that can give satisfaction to the company's stakeholder. Another finding states that employees who have a high commitment to have the intention to leave the company [50], will overcome their stress [51], and will perform satisfactory [50]. Currivan [40], [52] found that there is a reciprocal relationship between employee commitment to the satisfaction achieved by both internal and external corporate stakeholders. Thus these studies reinforce the impact of employee commitment to quality services that satisfy the company's stakeholders. However, this limits the review of this research papers on deterministic influence between employee commitment to satisfaction.

Thus the following hypotheses are:

Hypothesis 7. Suspected that there was a significant direct effect between employee commitment to satisfaction.

To conclude this section, herewith the construct of causal influence between variables depicted in the conceptual framework of this research paper is given below:

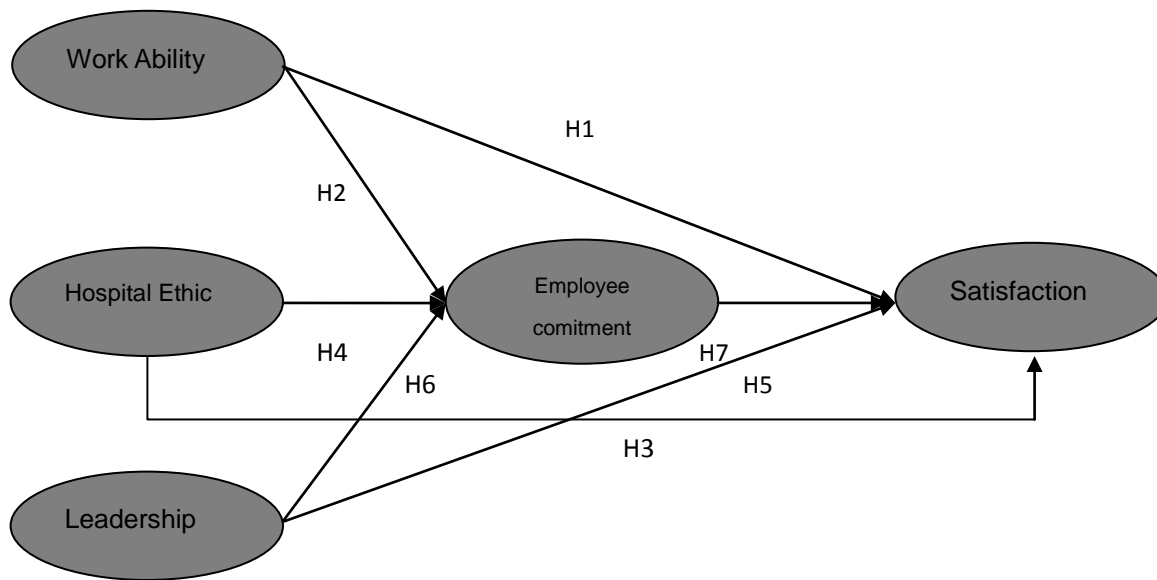


Figure 1. Conceptual Framework among Work Ability, Hospital Ethic, and Leadership Behavior through Employee Commitment on Satisfaction.

2. Methodology

The sample was drawn from paramedics, nurses (the hospital's frontliners), doctor's also inpatient healthcare insurance, with the cross sectional and explanatory research design. By using 320 respondents that consist of 160 internal hospital's stakeholder respondents and 160 external hospital's stakeholder respondents. This study also using 24 indicators that split into self assessment and customery assessment questionnaires. The questionnaires asked paramedics, nurses and doctors about their work ability, implementations of hospital's ethic, percieved leadership behavior and their self commitment to the hospital. The questionnaires of satisfaction of hospital's quality services then asked to the healthcare inpatient hospital. The Structural Equation Modelling also used by this study to test the hypothesis. The validity and reliability of data tested by using goodness of fit (GOF) test to the suitability index of each construct variable. The result of GOF test showed below and states that all construct variables meet the criteria of goodness o fit index.

2.1 Analysis of Model

Goodness of fit (GOF) is using to test the appropriateness of data to population. Which means that the data is represent of the population and the testing resul that known on Table1. According to those table, shown that all item of the test is good. It conclude that sample is representation of the population.

Table 1. Goodness of Fit Index Work Capability Construct Model Effects, Hospital Ethic, Leadership Behavior, Employee Commitment and Customer Satisfaction.

Criterion	Cut-off Value	Model Result	Model Evaluation
Chi-Square χ^2	<i>Lower value expected</i>	141.295	Good
Probability	≥ 0.05	0.238	Good
CMIN/DF	≤ 2.00	1.580	Good
GFI	≥ 0.90	0.927	Good
TLI	≥ 0.95	0.980	Good
CFI	≥ 0.95	0.984	Good
RMSEA	≤ 0.08	0.060	Good

When appropriate measurement model has been established, the next step is to teste the full structural model. Structural equation modeling is a tool for testing the causal relationship among the latent variables, explaining the causal effects and assigning the explained and unexplained variance [53]. The relationships hypothesized were tested using AMOS to complete the standardized parameter estimates and t-values. The structural equation modelling confirms this conceptual model perfectly because of causal relationship among these variables. The result is summarized in Table 2.

Table 2. Parameter Estimation Regression Weights Overall Work Ability, Hospital Ethic, Leadership Behavior, Employee Commitment and Customer Satisfaction.

Hypothesis	Loading Factor (λ)	Critical Ratio (t hitung)	Probability (p)	Description
H1	0.354		0.000	Significant
H2	0.102	2.828	0.000	Significant
H3	0.094	2.258	0.000	Significant
H4	0.518	2.888	0.000	Significant
H5	0.707	3.922	0.000	Significant
H6	0.072	2.004	0.000	Significant
H7	-0.538	2.664	0.000	Significant

Above is the complete path estimation of diagram construct that will be on the Figure 2.

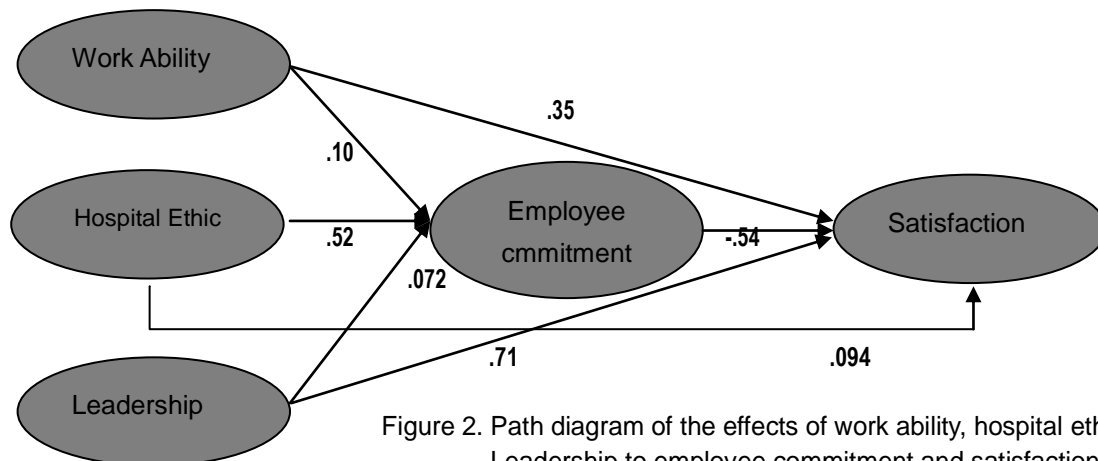


Figure 2. Path diagram of the effects of work ability, hospital ethic, Leadership to employee commitment and satisfaction.

3. RESULT AND DISCUSSION

This study analyzed the effects of direct and indirect variables work ability, hospital's ethic and hospital leadership behavior on satisfaction through employee commitment. The results obtained are contained significant influence directly and indirectly between work ability, hospitals ethic and hospital leadership behavior on satisfaction to customer through employee commitment. From the aspect of workability, Luthans [54] states that the capability is realized by the employees they have and arising from within the employee, it would psychologically affect the employee thinking power. Furthermore, the power of thought will encourage cognitive state employees. So employees can make a good run in the learning process to improve their performance [55], [56]. The learning process was necessary given the complexity and uniqueness of the character of the design work owned by the hospitals.

This evidence proved by the path coefficient's results from work ability to satisfaction of customer through commitment of employee in the positive path about 0.35 and 0.10. also indicated by $CR > 2.0$, it's equal to 2.828 (greater than 1.96). The finding also support the study of Porter *et al.*, [14] Johnston [35]. They found that there are three antecedent factors of the employee to commit to the organization, (1) the person factor, (2) non-organizational factor, and (3) the organizational factor. Special to a person or individual factor, it's related to the ability of employee in their work. If we examined properly, the person factor probably consist of not only the person ability at work, also motivation, willingness and personality that might be influence they commitment to the organization. In spite of Porter *et al.*, [14], it has been confirmed that employee ability to work have influence commitment of employee in the work. Argyris [27] stated that one of the source of commitment is the inner person, which is categorized as an internal commitment. This means that the better assessment of paramedics and nurses which is also as the frontliners, and doctors against their ability in dealing with hospital patients. In other words the more they feel able to complete the tasks performed every day (especially their main task in the hospital), then the commitment of the paramedics, nurses (hospital's frontliners) and doctors will be greater.

The hypothesis test about the influence of hospital ethic against the employee commitment and satisfaction of employee. It's find out that there is a significant direct effect between the hospital's ethic to the employee's commitment. This is evidenced by the acquisition value of the path coefficient is positive. Which is equal to 0.52 and t test values (CR) > than 2.0, that is equal to 2.888. And also 0.094 for the path coefficient of hospital's ethic to the satisfaction with CR 2.258 > than 2.0. This indicates that the commitment of paramedics, nurses (frontliners) and doctors are affected by the hospital's ethic. These findings are consistent with previous studies concerning ethic and commitment. It states that ethic contain values that greatly influence the attitudes and behavior of a person [41], [57], [58], [29].

Yousef [59] states that some studies have found that there is a relationship between ethic in work, which was inspired by the values of religious affiliation (ie. Protestant ethic, Islamic ethic), and commitment of employee in organization. It's confirmed also by Meglino [59], by stating that employees will be more satisfied and more committed at the time of their value fit with the value of their supervisor. Nystrom [60] found that the norms and values espoused by an organization of health insurance affect the organizational commitment. It appears that Nystrom [60] did not distinguish the notion of norms or values with corporate ethic. In other words, it has the same meaning.

The hypothesis suggesting that the behavior of top management leadership of the Type A Government Hospital at South Sulawesi has a significant influence on commitment and satisfaction of customer. Test results of this hypothesis suggest that the top leadership behavior directly and significant affect the hospital leadership to the commitment and satisfaction. The coefficients path are 0.072 and 0.71. This result is evidenced by the acquisition of the CR . 2.0, and a large loading factor, ie. 2.004 and 3.922.

The results of this study are consistent with the findings stating that there is a relationship between leadership to employee commitment and performance of their subordinates [61], [45], [38]. As well as the success of an organization. This behavior becomes a reflection of the behavior of its employees. Therefore leadership behaviors that can be a positive example for employees. With optimal performance also will cause the optimization of company's performance.

The results of an analysis of employee commitment to the inpatient department of Type A Hospital at South Sulawesi and its influence on satisfaction of the customer, demonstrate the directly significance. But the results are inversely proportional. Namely the path coefficients of -0.54, and the value of CR = 2.664. This means that the higher the commitment of paramedics, nurses, frontliners and doctors based on their assessment and inpatient hospital, it is precisely the lower level of satisfaction. Allegations that the commitment of employees (paramedics and frontliners) in the Type A Hospital at South Sulawesi, has a significant effect on satisfaction of customer has been proven through testing hypotheses. Based on hypotheses testing, the results indicate the receipt of allegations stating that there is a significant direct effect between employee commitment to satisfaction of customer, although the influence coefficient has a negative value, which is equal to -0.54. The significance of these effects is marked by the acquisition of CR values > 2.0 in all segments of the respondents, as well as t test values (CR) which is greater than t table (1.645), which amounted to 2.953.

These results indicate that there were conflicting influences between employee commitment to satisfaction. There are three points of view or groups of variables that can be analyzed (based on expert opinion) in explaining the relationship between employee commitment to the satisfaction among others; (1) those variables that describe characteristics that might be generated jobs of employees, (2) groups of variables that describe the characteristics of firms, and (3) groups of variables that describe the characteristics of the employees in the work [61]. The three groups of variables will explain the relationship between employee commitment against satisfaction with the different result. For example the findings of Bateman and Strasser [62], which states that the commitment of employees to be the precursor of satisfaction [61]. Instead of Curry *et al.*, [63] found that no relationship between commitment and satisfaction. It seems that these results of the analysis support the findings of Curry *et al.*

While the explanation for the findings in this paper, will be directed based on the point of view Glisson and Durick (1988), as follows:

1. Based on the point of view of groups of variables that describe the characteristics of work and employee characteristics, found that among the indicators which building employee ability, it turns out there are two indicators that have less valued to category (below the median on average). It's indicate that paramedics (frontliners), nurses and doctors was not always approve hospital policies, hospitals do not seem to merely be a paramedic (frontliners), nurses, and doctors inspiration in the works.
Harris and Hodgkinson [64] states that more regular employee (not on the structural line), or who are at lower levels of management of an organization, less the value of retrieving aspects of their work compared with employees who are at the structural levels of an organization.
2. Another cause is the lack of time spent (particularly doctors) to treat patients in the inpatient department of Type A in South Sulawesi. As is well known that the paramedics and frontliners (especially physicians) are faced by various interests, including interests of patients (of which not a few) that should they handle every day, the interests of the hospital which is a place which is a place where paramedics and frontliners the shelter, as well as their own personal interests. Various interests must be accommodated well by paramedics, frontliners, nurses, and doctors. When various interests can not be accommodated properly, it will cause conflict. Mohammad [2] tried to annunciate a major cause of conflict which is a result of the weakness of the system prevailing in Indonesia. The Indonesian physicians (specially doctors and specialist) not only be in one hospital. Therefore the time spent in serving the patients are very limited in number.

Based on the variable characteristics of the organization, the findings in this study also something different from previous findings. One of the main characteristics inherent in the character of the hospital, which is can not refuse patients.

Unlike the other service companies (eg. airlines and banking), if it is felt that the demand for services has exceeded the capacity of available services, the company may refuse to provide service to their customers. Not so in the case of Type A hospital (with complete facilities owned) who can not refuse patients. Therefore, frequent overloading of work in hospitals due to the booming number of patients, will cause the workload to be incompatible with the available capacity. In such conditions the existing mechanism can not function properly. It is therefore not surprising that the paramedics, frontliners, and hospital physicians in the one hand states have a high commitment to the hospital. In contrast, on the other hand they feel burdened by their work.

4. CONCLUSION

1. In general, the study found that there was a significant effect between the direct and indirect variables work ability of employees, hospital's ethic, and leadership behavior toward employee commitment and satisfaction of inpatient customer. This study based on assessments and perceptions of stakeholders type A government hospital in Indonesia. In case this is a paramedics and nurses (frontliners), and external stakeholders hospital, the inpatient hospital.
2. A significant indirect effects have been found between the ability of employees, hospital's ethics, and leadership behaviors to satisfaction of inpatient customers based on assessment of hospital's stakeholders that consist of paramedics, nurses (frontliners) and doctors as well as external hospital's stakeholders (hospital's inpatient).
3. Finally, we found the significance of the direct influence of employee commitment and customer satisfaction in a negative value with the path coefficient of -0.538. These finding indicate that employee commitment has a significant negative influence to satisfaction of customer. The results of this study is not uncommon, as some previous studies stated a positive relationship between employee commitment to customer satisfaction. The conclu that the findings in point 3 is

different compared to previous findings and may be caused, among others, (a) Character of hospital management show that physicians faced with a variety of interests, among others the benefit of patients (of which not a few) that they must deal with every day, the interests of the institution which is a place where paramedics and frontliners the shelter, as well as their personal interests respectively; (b) One of the main characteristics inherent in the character of the hospital can not refuse a patient, so that if demand for services has exceeded the capacity of service available, will cause the workload to be incompatible with the available capacity, (c) Frontliners paramedics and hospitals staff at general on the one hand states that they have a high commitment to the hospital, whilst on the other hand they feel burdened by their work. This situation will impact on the service being less than optimal and would impact on customer satisfaction.

LIMITATION OF THE RESEARCH

- a) Assuming that customer expectations have health insurance compare expectations with reality of the services received, making this study a one-time nature of study, with cross-sectional design. The assessment of customer satisfaction is based on the paradigm of service performance received by the customer. This causes the characteristic or information regarding the respondents expectations for customer service health insurance before and after using the hospital inpatient facilities, have not been identified properly. Therefore for future research would be nice if examined by using a longitudinal research design.

- b) Measurement of work ability in this study is based on the measurement of employee perceptions and customer perceptions, where the objectivity of the measurement is somewhat dubious (because there are too many factors that can affect their judgments). Therefore for future research would be nice if work ability assessments made by the leaders direct the authorities to assess the performance of its employees.
- d) This study is a case study of one hospital that would make the aspects of the findings is questionable generalization. So for further research should use multiple rumah type A government-owned hospital that may represent aspects of the generalization of the findings.

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